



Section 2: Phased Transition of Agencies

Activities/Milestones Last Quarter

Transition Schedule

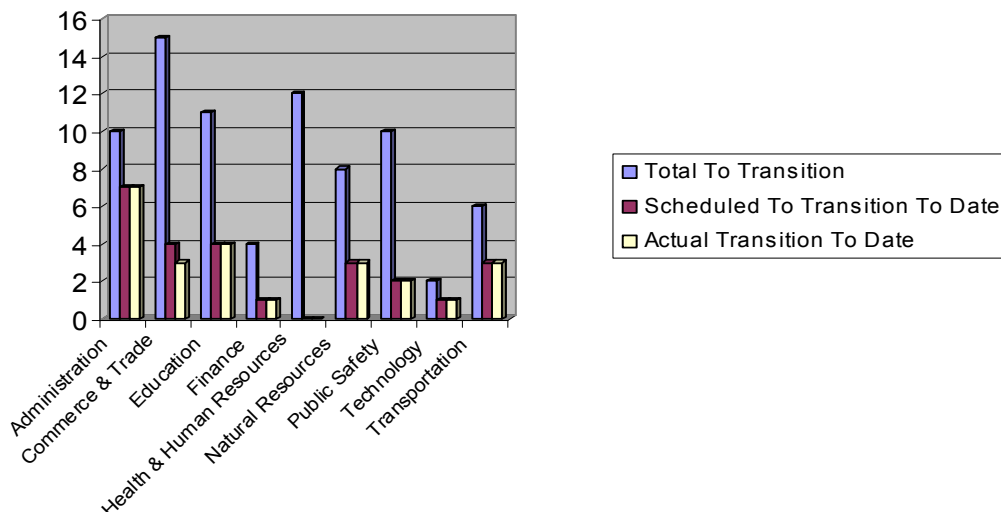
As of December 30, 2003, 35 of the 36 planned agency transitions have occurred. The Board Of Accountancy voted on November 13, 2003, to not transition to VITA support at that time. The Board plans to revisit the benefits of transitioning in Spring 2004 when their desktop management contract expires. The matter has been referred to the Chairman of the Information Technology Investment Board.

Section Highlights:

- Transitioned 35 small agencies and Secretariats to VITA support and services.
- Transition plan for medium agencies developed, approved, and published.
- Funding for ongoing support of several small agencies remains an open issue.
- The Virginia Department of Transportation, a large agency, is requesting early transition (1st qtr 2004) to facilitate ongoing support of overall transition effort.

The original schedule required two to three agencies to be transitioned per week between September 15 and December 12, with the remainder of December held in reserve for contingencies and in recognition of the holiday period. The actual schedule varied somewhat as several agencies requested delays due to unanticipated business reasons, or additional time was required to complete transition documents.

Exhibit 2-1
Actual vs. Planned Small Agency Transition



Two small agencies, the Virginia Board for People with Disabilities (VBPD) and the Department for the Deaf & Hard of Hearing, are among four disability services agencies that have received their IT support services from the Department of Rehabilitative Services (DRS)—a large agency—for the last six years. In response to a request from the Secretary of Health and Human Resources, transition scheduling of these four agencies will occur in concert with DRS in the fall of 2004.

Consistent with this approach, the following small agencies will transition with the larger organizations from which they currently receive IT support:

- **Commonwealth's Attorneys' Services Council** (Support from William & Mary; may be rolled into Department of Criminal Justice Services);
- **Department of Aging** (will transition with Department of Health);
- **Comprehensive Services for At-risk Youth and Families** (will transition with Department of Social Services);
- **Chippokes Plantation Farm Foundation** (will transition with Department of Conservation and Recreation).

With a total of only five agency staff positions transitioning from small agencies, VITA has relied on collaboration from the Virginia Department of Transportation (VDOT) and its district office IT staffs, and assistance from the Department of Rehabilitative Services (DRS) and Department of Mental Health, Mental Retardation & Substance Abuse Services (DMHMRSAS) and their field locations, for much of its small agency support to date. These agencies are to be commended for their cooperative spirit and teamwork in making significant contributions to VITA's successes to date.

Standardization and Optimization

An essential step in the transition process is "Standardization and Optimization"—ensuring that agency infrastructures being brought into VITA meet initial standards sufficient to allow VITA to provide appropriate support. "S&O" involves not only the capabilities and capacities of hardware and software but also how systems and networks are set up and tuned for operation. S&O activities ask the following three questions of the computing environment:

- Is it secure?
- Is it supportable?
- Is it legal?

Appendix 2-1 details these initial standards.

S&O costs for the small agencies totaled \$153,000. Funds for these one-time costs were paid out of monies returned to small agencies to cover projected VITA cost savings deducted from their FY 04 budgets in the 2003 Appropriation Act. VITA start-up funds were used to cover costs where the refund did not cover S&O activities. In addition, VITA will refund VDOT nearly \$400,000 for various management and support activities provided throughout this transition period.

On an ongoing basis, the costs of providing VITA's standard levels of service are reflected in the VITA rate schedule, approved by the Joint Legislative Audit and Review Commission (JLARC) on December 8, 2003. IT costs for several small agencies are not currently delineated in a manner to determine how the VITA rate schedule will impact agency expenditures. Although initial financial analysis of the VDOT budget indicates a 'break-even' status when VITA rates are applied, it is not clear if this status is consistent throughout the Commonwealth. It is commonly believed that those agencies that have traditionally under-funded IT will experience a cost increase. Further discussion of this issue and potential resolutions are in progress.

Service Quality and Responsiveness

VITA continues on the path of Operational Excellence. 'Expect The Best' is more than our motto; we track, measure, analyze, and improve our processes to meet aggressive performance measures. Prior to the creation of VITA's performance measures, small agencies had no means by which to measure service delivery and effectiveness. As a result of the performance measurements, agencies will have consistent, performance-based data on customer service and support and a means to measure VITA's effectiveness.

VITA established performance measures for determining the quality and timeliness of service, as well as targets ("goals") for each metric during the overall transition period for all agencies. Exhibit 2-2 provides these measures and their associated goals. With no meaningful baseline data, VITA chose to establish aggressive performance measures versus setting easily obtainable, less-than-desirable goals. Future Quarterly Reports will include actual measurements based on the first quarter of small agency support.

Prompt and effective responses to service requests are vital to VITA's success; as such, we continue to listen to our customers and monitor services to identify opportunities for improvement.

Exhibit 2-2 Service Quality & Responsiveness Performance Measures

Performance Measurement	Goal
Service Quality	
1 st call resolution percentage	55%
Service Timeliness	
Work completed within priority guidelines	
• Critical Priority	90%
• High Priority	90%
• Medium Priority	90%
• Low Priority	95%
Phone call answered within designated timeframe (30 sec.)	70%

Activities/Milestones Next Quarter & Beyond

Agency Transition

The following chart shows the level of effort required for medium and large agency transition assuming the effort is proportional to the small agency effort. Although the exact number of personnel required to perform medium and large agency transition may not be proportional to that required in small agencies, the magnitude is evident.

Agency Size	Personnel Scheduled to Transition	Number of Supported Locations	Tech Staff required in 11 functional areas to perform transition	Admin Staff	Management Staff	Total transition staff required
Small	5	82	20	4	2.5	26.5
Medium	61	149	36	7	4.5	47.5
Large	820	1,266	308	62	38.5	408.5

The small agency transition was most challenged by availability of appropriate resources and funding sources for Standardization and Optimization (S&O) activities. Partnering with VDOT and using their extensive resources enabled VITA to fulfill small agency transition requirements, but it became clear that the detailed approach used for small agency transition would not be workable for medium and large agency transition.

Based on lessons learned from the small agency transition and the magnitude of the medium and large agencies, the approach to transition will be altered to reflect a self-serve model. Consistent with small agency transition, the S&O activities previously mentioned will be used as the foundation for transition. These activities are key to obtaining future VITA cost savings.

A core team of agency and VITA personnel have been assembled to guide the medium and large agency transition. A larger advisory group of agency IT leaders has also been assembled to provide input and insight to transition plans. Exhibit 2-4 provides milestone dates.

Of special note, pending approval by the IT Investment Board, one of the early transitions during this period will be VDOT, requested for 1st Quarter 2004. In virtually every measure, VDOT represents about one-fifth of the total IT resources that will transition to VITA from all in-scope agencies. Its early formal entry into VITA will provide critical mass to help ensure the smooth transition of the medium and large agencies to follow.

Exhibit 2-4
Schedule for Medium Agency/VDOT Transition.

Event	Date
Transition Workshop Series	January 14, 2004
Transition Workshop Series	January 21, 2004
Proposed VDOT Transition	February 10, 2004
Engage agencies for specific transition discussions	February 9, 2004 through April 15, 2004
Cabinet Transition Update (ongoing every other week)	February 16, 2004
All Medium Agencies complete S&O activities and sign transition acknowledgement	March 30, 2004
VITA begins spot checks for S&O compliance	April 05, 2004
Cabinet Transition Update	May 3, 2004

A key component to successful self-serve transition will be attendance at the Transition Workshop Series that will be offered on two separate dates. The workshop series will include the following topics:

- Rate definition and importance of Asset Management;
- Service Delivery Workbook and Standard Operating Procedure;
- VITA mission, vision, functions, values, and culture;
- Incident reporting and the VITA Customer Care Center (VCCC);
- Project life-cycle;
- Standardization and optimization activities, road to transition; and
- Role of the Service Level Director.

After an agency completes one of the Workshop Series sessions, VITA will engage participants for specific discussions pertaining to their agency's transition. This will be the agency's opportunity to raise special concerns and situations.